



# City of Hampton, VA

## Meeting Minutes

### City Council

22 Lincoln Street  
Hampton, VA 23669  
[www.hampton.gov](http://www.hampton.gov)

*Linda Curtis*  
*W. H. "Billy" Hobbs, Jr.*  
*Will Moffett*  
*Chris Snead*  
*Christopher G. Stuart*  
*Donnie R. Tuck*  
*George E. Wallace, Mayor*

*Staff:*  
*Mary Bunting, City Manager*  
*Jeff Sachs, City Attorney*  
*Katherine K. Glass, CMC, Clerk of Council*

Wednesday, February 5, 2014

8:36 AM

Peninsula Town Center - Community  
Room

#### CALL TO ORDER/ROLL CALL

#### GEORGE E. WALLACE PRESIDED

**PRESENT:** Linda Curtis, W. H. "Billy" Hobbs, Jr., Will Moffett, Chris Snead

**ABSENT:** Christopher G. Stuart, Donnie R. Tuck

Councilman Stuart arrived at 9:43 a.m.

#### AGENDA

1. 14-0073 Resolution of the Council of the City Of Hampton, Virginia Confirming the Declaration of a Local Emergency Made Necessary by Winter Storm Leon and Declared by the Hampton Director of Emergency Management on January 28, 2014

#### **Resolution of the Council of the City Of Hampton, Virginia Confirming the Declaration of a Local Emergency Made Necessary by Winter Storm Leon and Declared by the Hampton Director of Emergency Management on January 28, 2014**

**WHEREAS**, Section 44-146.21 of the Code of Virginia, 1950, as amended, prescribes necessary actions precedent to a declaration of a local emergency; and

**WHEREAS**, Section 44-146.21 prescribes two methods for declaring an emergency: the first is accomplished by the local director of emergency management with the consent of the governing body; the second is accomplished by the director of emergency management without the initial consent of the governing body, but such declaration must be confirmed by the governing body at its next regularly scheduled meeting or at a special meeting within fourteen days of the declaration, whichever is first to occur; and

**WHEREAS**, it was necessary and proper on January 28, 2014, for the City Manager acting as Hampton Director of Emergency Management to declare a local emergency in the city without first obtaining the consent of the Hampton City Council (the "Council"), and confirmation by the Council is now required by law; and

**WHEREAS**, the Council is satisfied that the snow fall, freezing temperatures and winds predicted to be caused by and actually caused by Winter Storm Leon constituted a real and substantial threat to health and safety of persons and property in the City and necessitated a declaration of local emergency; and

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the City of Hampton, Virginia:

1. That it hereby confirms the Declaration of Local Emergency made on January 28, 2014, by the Director of Emergency Management, and such declaration shall remain effective until the emergency conditions occasioned by the storm are declared terminated by this Council.
2. That it understands and confirms that the Declaration of Local Emergency empowered the Director of Emergency Management with special authority and duties, said authority and duties being defined by the laws, rules, regulations and plans of the United States of America, the Commonwealth of Virginia and the City of Hampton.
3. That it understands and confirms that when, in the judgment of this Council, all needed emergency actions have been taken, appropriate action to end the declared local emergency will be taken.

**ADOPTED**

**Motion made by:** Councilmember Linda Curtis

**Seconded by:** Councilmember Chris Snead

**Ayes:** 5 - Linda Curtis, W. H. "Billy" Hobbs, Jr., Will Moffett, Chris Snead, George E. Wallace

**Nays:** 0

**Absent:** 2 – Christopher G. Stuart, Donnie R. Tuck

2. 14-0096 Appointment of the City Attorney Pursuant to Sec 5.01 of the City Charter.

APPOINTED Vanessa T. Valdejuli as City Attorney.

**Motion made by:** Councilmember Linda Curtis

**Seconded by:** Councilmember Chris Snead

**Ayes:** 5 - Linda Curtis, W. H. "Billy" Hobbs, Jr., Will Moffett, Chris Snead, George E. Wallace

**Nays:** 0

**Absent:** 2 – Christopher G. Stuart, Donnie R. Tuck

3. 14-0097 Motion authorizing the Mayor to finalize negotiations and sign a contract of employment with the applicant appointed as City Attorney.

APPROVED - Following this vote, Council took a brief recess to reset the room for the retreat portion of the agenda.

**Motion made by:** Councilmember Will Moffett

**Seconded by:** Councilmember Chris Snead

**Ayes:** 5 - Linda Curtis, W. H. "Billy" Hobbs, Jr., Will Moffett, Chris Snead, George E. Wallace

**Nays:** 0

**Absent:** 2 – Christopher G. Stuart, Donnie R. Tuck

4. 14-0070 Retreat Activities and Discussion: Team Building and Vision Development

A copy of the summary report is attached to these minutes.

COUNCIL participated in a series of facilitated discussions which will be summarized by a report from the facilitation team.

#### **CLOSED MEETING**

5. 14-0071 Closed session as provided in Virginia Code Section 2.2-3711.A.1 and .4 to have a discussion concerning personnel issues and to protect the privacy of individuals in personal matters not related to public business.

COUNCIL did not convene a closed session.

#### **CERTIFICATION**

6. 14-0072 Resolution Certifying Closed Session

**WHEREAS**, the City Council of the City of Hampton, Virginia, has convened a closed session on this date pursuant to an affirmative recorded vote made in accordance with the provisions of the Virginia Freedom of Information Act; and

**WHEREAS**, Section 2.2-3712D of the Code of Virginia requires a certification by the City Council of the City of Hampton, Virginia, that such closed meeting was conducted in conformity with Virginia Law;

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Hampton, Virginia, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed, or considered by the city council of the city of Hampton, Virginia.

REMOVED - A closed session did not take place. The meeting adjourned at 4:04 p.m.

#### **ADJOURNMENT**

\_\_\_\_\_  
George E. Wallace  
Mayor

\_\_\_\_\_  
Katherine K. Glass, CMC  
Clerk of Council

Date approved by Council \_\_\_\_\_



**HAMPTON CITY COUNCIL RETREAT**  
**February 5, 2014**  
**Peninsula Town Center Community Room**

Facilitated by: Jim Oliver  
Zinerva White  
Suzanne Puryear

Present: George Wallace, Mayor  
Linda Curtis, Vice Mayor  
W. H. "Billy" Hobbs, Council Member  
Will Moffett, Council Member  
Chris Snead, Council Member  
Christopher Stuart, Council Member  
Mary Bunting, City Manager  
Katherine Glass, Clerk of the Council  
Vanessa Vallejudi, City Attorney  
Jeff Sachs, former Acting City Attorney

**Goals of the Day:**

- Increase Council members' communication and cohesion through teambuilding.
- Ensure the continued effectiveness of City Council through the review of operational and governance processes, including decision making, meeting structures, and communication styles.
- Articulate a strategic vision.

The Hampton City Council met in a retreat on February 5, 2014. The session began with the adoption of Ground Rules to guide the group in its discussions throughout the retreat. The rules included:

- Respect (including no phone calls, texting, email except during breaks)
- Talk
- Listen
- ELMO – Enough Let's Move On
- Establish a "Parking Lot" for issues not currently under discussion

The group participated in teambuilding and communication exercises from which themes emerged:

- Different perspectives form how people see things.
- Everyone has to listen and think.
- Everyone sees something different.
- Change is constant – and occurs fast.
- Council members need to remember the NAU rule – It's "Not About Us."

The Council members affirmed the value of teamwork and they developed means by which to keep absent members up-to-date and engaged.

It was also noted that Parking Lot issues appeared to be producing “Rules of Engagement” to guide Council members’ interactions and communications:

- No surprises.
- Work for authentic compromise.
- No “gotchas”.
- Recognize that people can disagree without being disagreeable.

Jim Oliver presented a conceptual and theoretical framework of the work of leadership. He offered information from John Nalbandian and Jack Edwards to help differentiate the work of leadership from the work of management. The lessons from John Nalbandian also helped participants understand the difficult transition from the individual work of running for City Council to the team work of being on City Council. (Mr. Oliver’s presentation is attached.)

The group then divided into three small groups to discuss and create a vision for the City of Hampton. As described in the Mr. Oliver’s presentation, the vision is the “to be” function – “Hampton will be...” All Council members must understand, own and be committed to the vision for the vision to be an effective tool for setting the City’s strategic directions.

The retreat participants were each asked to present a vision statement composed of seven words. Each participant then presented his or her statement and, when all had been shared, the group was asked to extract the most powerful words from the statements. They identified the following:

- |             |               |
|-------------|---------------|
| • Community | • Waterfront  |
| • Vibrant   | • Universe    |
| • History   | • Future      |
| • Safe      | • Destination |
| • People    | • Progressive |
| • Citizens  | • Proud       |
| • Celebrate |               |

The small groups then formulated a vision statement, using some number of the power words. Each group shared its vision statement with the group as a whole. From those statements, the group wrote, and after much discussion, reached consensus on this vision:

**We are Hampton – a vibrant waterfront community, celebrating and embracing over 400 years of history and innovation to create an even more dynamic future.**

The group understands that much more work is needed to operationalize the vision, so that it can serve as a foundation as City leadership develops strategic directions, supports strategic initiatives and commits to strategic investments.

As Council members previously had expressed interest in reviewing some of the procedural processes of City Council meetings, the small groups studied an article by Jack Edwards, "Making the Most of Meetings." Jack Edwards, a former president of the Virginia Municipal League, is 'professor of government emeritus at The College of William and Mary in Williamsburg. He served seven terms on the James City County Board of Supervisors. This article was reprinted in part from the recently updated "*Handbook for Virginia Mayors and Council Members*." The retreat participants were asked to briefly discuss three subjects outlined in the article and present one recommendation for consideration. Under the subject of *call outs*, the participants recommended a study of meeting efficiencies. After discussion of the *role of the mayor*, recommendations supported a proactive mayor, who invoked the "No Surprises" rule. Members in the third group recommended that online technology be explored to enhance *public hearings*.

Retreat participants began to formulate the next steps necessary to maximize their work during the retreat. Suggestions included establishing regular discussions about the work of leadership and ongoing efforts to continue to improve their effectiveness as a team. Commitment was also made to build on the foundation of the vision and Council members have begun to review how other cities have converted their visions into actions. Council members will need to achieve a common and accepted understanding of the meaning and intent of the vision, so that the vision can be articulated consistently throughout the City. Further work will be needed to translate the vision into the City's planning, budgeting and development processes. However, the aspirations of Hampton and the appreciation of Hampton's unique and powerful sense of place are clear:

**We are Hampton – a vibrant waterfront community, celebrating and embracing over 400 years of history and innovation to create an even more dynamic future.**



## Outline of Jim's remarks

Hampton City Council Retreat February 5, 2014

1. Introductions---Suzanne and Zin
2. Purpose of the Day: ***be clear about our goals, work hard and keep before us "the best use of our time"***
3. Context:
  - a. Everyone is a house with four rooms: physical, mental, emotional and spiritual.
    - i. Spiritual
      1. Connection to world and others
      2. Recognition of the ultimate Unity of All Being
      3. Conviction that universe tilts toward goodness and love
      4. Awe, wonder and radical amazement in response to the universe
      5. Joyous and compassionate attitude toward oneself and others
      6. A deep trust that we all need to share in the world's abundance and we are equally responsible for shaping our future
      7. A sense that the world is filled with a conscious spiritual energy that transcends and inclines us toward freedom, creativity, goodness, connectedness, love and generosity



8. A deep inner knowing that our lives have meaning
4. Thomas Jefferson's advice for how we enlarge each room
  1. Physical: give 2 hours of everyday to exercise
  2. Mental: "I look to the diffusion of light and education as the resource most to be relied upon for ameliorating the condition, promoting the virtue, and advancing the happiness of man."
  3. Emotional: "...to do our fellow man the most good in our power, we must lead where we can, follow where we cannot, and still go on with them, watching always the favorable moment of helping them to another step."
  4. Spiritual: "This institution (UVA) of my native state, the Hobby of my old age, will be based on the illimitable freedom of the human mind to explore and to expose every subject susceptible of its contemplation."

William Henry Channing wrote about his *Symphony of Life*:

To live content with small means;  
to seek elegance rather than luxury, and  
refinement rather than fashion.  
To be worthy, not respectable, and

wealthy, not rich; to study hard,  
think quietly, talk gently, act frankly;  
to listen to stars and birds,  
to babes and sages, with open heart;  
to bear all cheerfully, do all bravely,  
await occasions, hurry never.  
In a word, to let the spiritual,  
unbidden and unconscious, grow up  
through the common.  
This will be my Symphony.

5. Let's go into the Mental room for a few moments.  
Here is a visual attempt to offer a big picture context to  
the work world of City Council, staff and community.  
We call this the High Performance Change Model. (give a  
copy to each council member of the HPO model chart)

The external environment surrounds the work of  
Leadership which is a primary function of City Council.  
The environment is dynamic and sends in continuous  
situations, facts, and happenings, whatever.

In this model, we say there are two kinds of work. The  
Work of Leadership and the Work of Management. In  
oversimplified terms, City Council has the primary lead in  
the work of leadership and your staff does the majority of

the work of management. There is, in reality, some overlap.

However, **only** the City Council can do some of the work of leadership. This is especially true in deciding Vision. Vision is the clear direction that Council wants the City to seek. It is a vision or picture of what Council wants the City to be in the future. Council is also responsible for aligning the values, strategies, structures and systems which support the Vision.

Let's make some distinctions between management and leadership:

- A manager takes care of where you are; leadership takes you to a new place
- Management deals in the present; leadership is concerned with the future
- Management deals with determinism; leadership deals with probability
- Management deals with short time frames; leadership deals with uncertainty
- Management is concerned with finding of fact; leadership makes decisions
- Management is concerned with doing things right; Leadership is concerned with doing the right things
- Management's critical concern is efficiency; leadership is focused on effectiveness
- Management creates policies; leadership establishes principles



- Management sees and hears what is going on; leadership hears when there is no sound and sees when there is no light
- Management finds answers and solutions; leadership formulates the questions and identifies the problems
- Management looks for similarities between present and previous problems; leadership looks for the differences
- Management thinks a successful solution to a management problem can be used again; leadership wonders that if the problem is set in a new environment will it not require a different solution

John Nalbandian, a former mayor, heads up the Public Administration program at the University of Kansas. He offers additional insights to the City Council-manager-community dynamic. He agrees that the first work of City Council is to set a clear Vision. He says Vision is the “to be” function. Vision sets out what Council wants the city “to be” in one, five, ten, twenty, fifty or more years. He says there are three essential tasks for Council with Vision. Each council person must *understand* the Vision, *own* the Vision and be *committed* to the Vision.

He also describes in an interesting way the different frameworks of Council’s *political* view and management’s *administrative* view.

He sees politics as game-like where the central question is “what do you hear” and the players see themselves as “representatives”. Administrators see the main activity as problem solving and the central

question is “what do you know” and the players are “experts”. Councils work with intangibles and symbols while managers emphasize tangibles like money.

The currency for politics is power while the currency for administrators tends to be knowledge. The dynamics for the political view is conflict and compromise while managers are constantly seeking harmony.

Former Mayor Nalbandian says four values dominate governance: *representativeness, social equity, individual rights and efficiency*. But he says only one value can dominate at any one time. He says you can literally trace American history from the perspective of spotting the shift in the dominant value in a given time. For instance, the civil rights movement was about moving representativeness to the top as the dominant value and reducing the emphasis on efficiency.

Those values are also wrapped into many issues that come before City Council members. A funeral home may apply to operate in a location. One council member may think the city at-large needs a funeral home. Another council member may focus on opposition from citizens adjacent to the proposed location.

Nalbandian suggests Council members might step back when they are hearing conflict---and ask---what values are conflicting here---and see if there is a language that helps talk about those differences. Is the conflict about equity, or due process, perhaps representativeness?

Lastly, John Nalbandian describes in some clear, detail, at least for me, the paradox of being a good council member.

He says the American political process, at all levels---federal, state and local---sets up a real paradox. Officials are elected by differentiating themselves from other candidates. In fact, other

candidates are called the “opposition” or worse. Their slogans say “I’m better”, or more legal, or more conservative, or more left, whatever, than anybody else. And so folks get elected.

BUT they get elected to a decision-making group---and in America generally, we do a very poor job socializing individual council people into a group. In fact, some elected folks see it as a litmus test to stay independent and alone as good politics===and do not truly engage in the search for excellence or the common good.

Perhaps many of us under these circumstances go to into our emotional room and stay there because we have such a hard time aligning our campaign rhetoric with the real job of being a Council member.

Almost everyone----certainly at the council level---says we are in search of excellence for our city. But how does one do that in a “gotcha” world. This is a real challenge for each Council member. Can I be a good member of this group? What will it take?

These are questions we face today in this room. These are questions we hope we can explore and answer today.

What we do know, from hard data, is no one gives their best in a gotcha world. All of us are smart enough to work to the minimum or just get by. But does minimum effort meet the standard of love for the City that each of you have expressed? Can we each be the best versions of ourselves in a City Council setting, on live TV?

Can we meet---as City Council members---the *Life Uncommon*?

Don’t worry mother, it’ll be alright

And don’t worry sister, say your prayers and sleep tight

It’ll be fine lover of mine



It'll be just fine  
Lend your voice only to sounds of freedom  
No longer lend your strength to that which you wish to be free  
from

Fill your lives with love and bravery  
And you shall live a life uncommon  
I've heard your anguish  
I've heard your hearts cry out  
We are tired, we are weary, but we aren't worn out  
Set down your chains, until only faith remains  
Set down your chains  
And lend your voices only to sounds of freedom  
No longer lend your strength to that  
Which you wish to be free from  
Fill your lives with love and bravery  
And we shall lead a life uncommon.

# Hampton City Council Retreat (Draft Summary Input)

## February 5, 2014

Goal for this session: To increase Council members' communication and cohesion through teambuilding.

### **Teambuilding is All About Trusting Relationship**

The group participated in a series of exercises to build relationships. Through these exercises valuable insight was made known to each participant.

#### **Teambuilding Exercises Part 1:**

Point to true North

Turn Back to back, share your perspective.

#### **Teambuilding Exercises Part 2:**

Turn Back to Back, make a change; notice the change and the difference of the change.

Fold Arms, reverse it; notice the difference and difficulty.

#### **Teambuilding Part 3.**

##### **Successful teams are Comm-Unity Builders (Exercises)**

Trust Walk; notice what is revealed through trust or lack of trust.

Personality and Communication Style: Notice the difference and how each style is valuable.

St. Bernard, Lion, Fox

### **Essence of Public Service**

#### ***Excerpt from the Declaration of Independence***

*.....We hold these Truths to be self-evident, that all Men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the Pursuit of Happiness---That to secure these Rights, Governments are instituted among Men, deriving their just Powers from the consent of the Governed, that whenever any Form of Government becomes destructive of these Ends, it is the Right of the People to alter or to abolish it.....*

### **Some Basic Techniques of Developing Successful Teams.**

1. Establishing a Level of **Trust Among Team Members:** This stems from a members willingness to be open and vulnerable with the team. Team members should be genuine

with one another about their weaknesses and mistakes, thereby making it possible to build a foundation of trust. This of course requires being authentic.

2. Engaging in unfiltered **Healthy Conflict**: Each member must build a level of trust that causes each member to have a healthy respect for the ideas that are placed on the table by another member. This sets a healthy tone for unfiltered ideas to be discussed and processed. This process will lead to invaluable solutions whereby a majority of the members will be in agreement. Teams that develop the highest level of trust are able to engage in passionate debate over ideas.
3. Positive Level of **Commitment**: Healthy conflict is a good problem. It insures the successful function of a team. Expecting commitment without having aired out options and open debate, team members rarely, if ever, buy-in and commit to the decisions that were made.
4. **Acceptance of Personal Accountable**: Whenever there is real commitment and buy-in, team members develop a personal responsibility for being accountable. Whenever you have a clear plan of action, team members will be focused on the success of the team and its purpose. Accordingly, the team will be unified and successful productivity is assured to a greater level.
5. **Attention to Results**: Whenever you give attention to results, it creates an environment where the success of the team can overcome any obstacle. As a result, team members will be able to put their individual desires under the collective goals of the team.

### **Building An Emotional Bank Account**

#### **Deposits**

Seek first to understand  
Keeping Promises  
Honesty, Openness  
Kindness, Courtesy, Respect  
Win-Win  
Clarifying Expectations  
Loyalty to absent Parties  
Receiving and Giving Feedback  
Giving "I" Messages Rather than  
You Messages

#### **Withdrawals**

Seek first to be understood  
Breaking Promises  
Smooth Manipulation  
Unkindness  
Discourtesies  
Disrespect  
Violating Expectations  
Disloyalty  
Pride, Conceit  
Arrogance  
Not Receiving Feedback  
Giving "You" messages

Affirm trust in each other. In this way you have **Trust Equity** in preparation for days of disappointments. Building trusting relationships is an investment in the team and the community. What is your Emotional Bank Balance with each other?